



FORSYTH LEADERSHIP DEVELOPMENT



Leaders Make the Difference

09/13/16

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PROGRAM PURPOSE



- To build combat power through leadership feedback.
- To tie individual leader attributes, skills, and actions to process successes or training needs at organization level.
- To further leverage the superb feedback mechanisms available at the CTCs.
- To establish a model for coaching and providing leadership feedback in a tactical environment.



FORSCOM



Leader Development Program

PRE ROTATION

- **INTRO TO DOCTRINE**
- **UNIT CLIMATE SURVEY (UCS)**

- **INTRO TO OC FEEDBACK**
- **UCS RESULTS**
- **2ND UCS**

DURING ROTATION

- **UNIT TRAINING AT CTC**
- **OC FEEDBACK**
 - **ONE-ON-ONE**
 - **CAUSE & EFFECT**

POST ROTATION

- **2ND UCS RESULTS**
- **UNIT PROVIDES PROGRAM FEEDBACK**



THE LEADER

of Character and Competence ACTS...

VALUES

“Be”

ATTRIBUTES

“Do”

SKILLS

“Know”

ACTIONS

to Achieve Excellence

Loyalty

Mental

Interpersonal

Influencing

Duty

Physical

**Conceptual
Operating**

Respect

Emotional

**Technical
Improving**

**Selfless
Service**

Tactical

Honor

Integrity

Personal Courage

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Army Values



Loyalty: Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other soldiers.

Duty: Fulfill your obligations.

Respect: Treat people as they should be treated.

Selfless-Service: Put the welfare of the nation, the Army, and your subordinates before your own.

Honor: Live up to all the Army values.

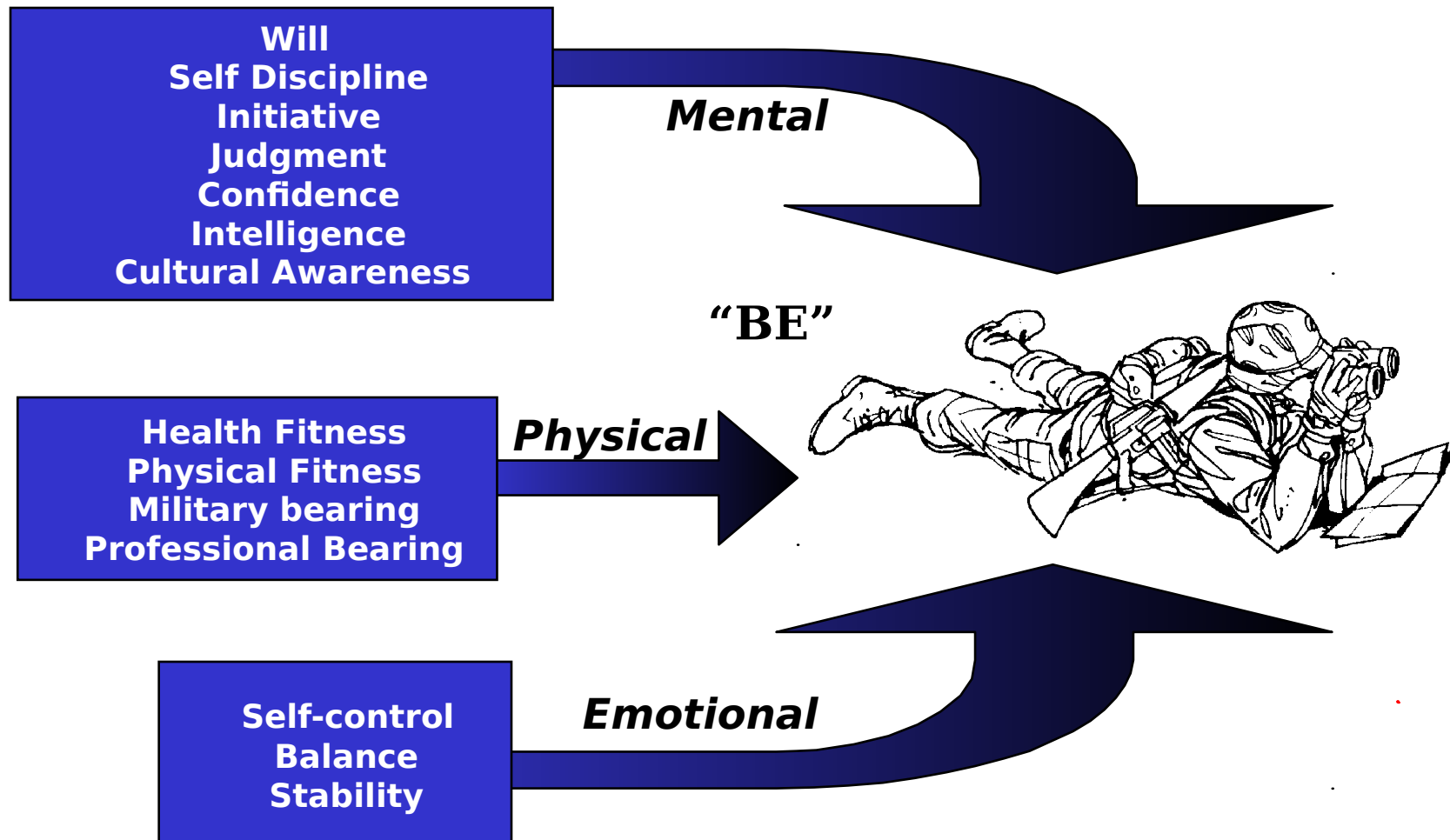
Integrity: Do what's right, legally and morally.

Personal Courage: Face fear, danger, or adversity (Physical or Moral)

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Attributes





Skills

“KNOW”

Interpersonal

Technical

Conceptual

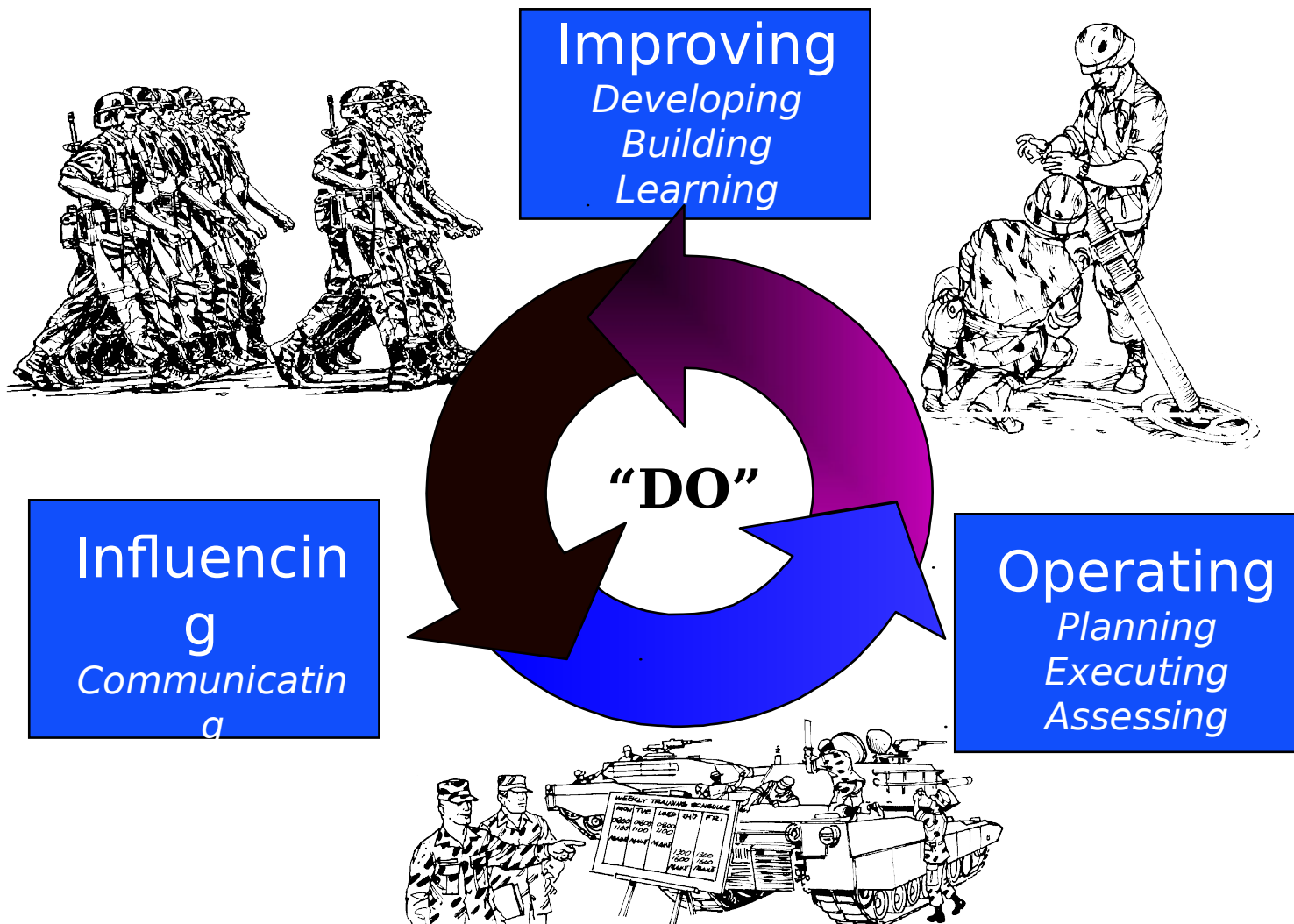
Tactical



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Leader Actions



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LEADERSHIP CORE DIMENSIONS



<i>Leaders of Character and Competence</i>			<i>Act to achieve Excellence by providing purpose, direction, and motivation.</i>		
VALUES	ATTRIBUTES	SKILLS ⁴	ACTIONS		
"Be"	"Be"	"Know"	"Do"		
Loyalty	Mental ¹	Interpersonal	Influencing	Operating	Improving
Duty	Physical ²	Conceptual	Communicating	Planning	Developing
Respect			Decision Making	Executing	Building
Selfless Service	Emotional ³	Technical	Motivating	Assessing	Learning
Honor		Tactical			
Integrity					
Respect					
Personal Courage					

1 The mental attributes are will, self-discipline, initiative, judgment, confidence, intelligence, and cultural awareness.

2 The physical attributes are health fitness, physical fitness, military bearing, and professional bearing.

3 The emotional attributes are self-control, balance, and stability.

4 The required interpersonal, conceptual, technical skills, and resulting tactical skills are different for the direct, organizational, and strategic leaders.



COACHING

- **Coaching** involves a leader providing information as a result of an assessment or observation and represents an effective and positive way to develop leaders (FM 22-100, Chapter 5).
- **Coaching** is different from:
 - Teaching which is the process of giving knowledge or providing skills to others, causing them to learn by way of example or experience.
 - Counseling which is the subordinate-centered communication that produces a plan of action outlining actions necessary for subordinates to achieve individual and/or unit goals.



OBSERVING BEHAVIORS



- Look at behaviors, not personalities
- Look for behavior cause and effect
- Gather all facts (not opinions, consider circumstances)
- Collect multiple observations from multiple sources
- Catch individuals doing their best
- Include unbiased subordinate/peer feedback



CLASSIFYING BEHAVIORS

- Use all written, verbal, and nonverbal information
- Use leadership dimension definitions and associated behaviors
- Though a behavior may fit in more than one dimension, list it under the most appropriate one (“best fit”)



ASSESSING BEHAVIORS



- Watch for effects of the behavior.
- Tie behaviors (cause) to results (effects) and assess the behavior based on the effects. (+ or -).
- Be cautious of short - term successes that could lead to longer term failed successes. (ie. burning a unit or key subordinate out; doing everything yourself - not letting your subordinates and / or staffs develop)



TIPS TO BECOMING AN EFFECTIVE COACH



- Be knowledgeable of the leadership dimensions being assessed
- Be prepared for the session
- Ask for self-assessment
- Craft leading questions
- Listen more than you speak
- Ask for sustainments and/or improvements



TIPS TO BECOMING AN EFFECTIVE COACH (Con't)



- Be trustworthy (Stress the confidentiality between you and your counterpart)
- Be positive
- Focus on one or two main points per session
- You are a facilitator; you may not have all the right answers



CULTURAL AWARENESS



- Cultural awareness is a mental attribute of a leader.
- Observers should consider the similarities and differences between individuals.
- Observers should watch for the use of different talents individuals with different backgrounds bring to the team.



WHERE AND WHEN TO PROVIDE FEEDBACK



- Private session
- Minimize distractions
 - Be timely
- Consider other on-going events